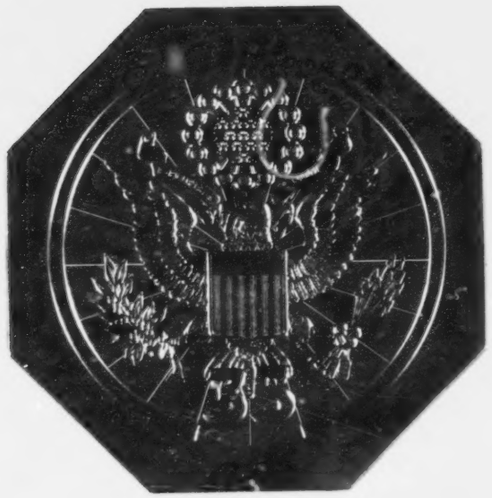
990

ACHIEVEMENTS
1990



United States Office of Personnel Management

Personnel Systems and Oversight Group

Incentive Awards Division

WPA-IA5 7/90

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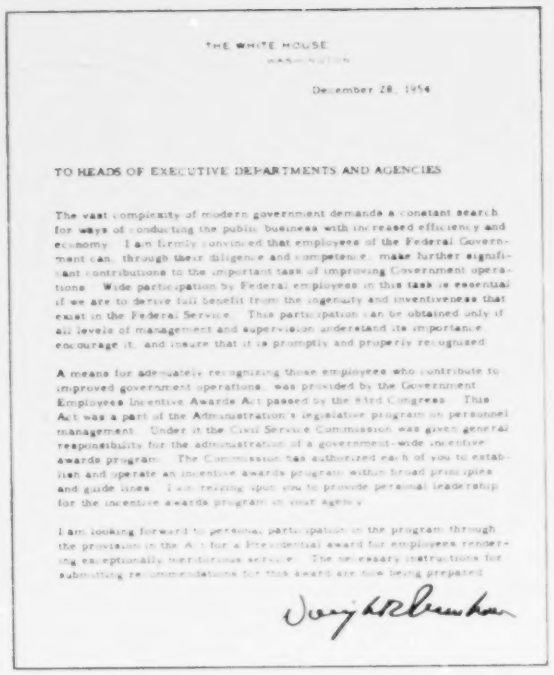
Cover Story

Pictured on the cover is an embossment of the design on the thirty-five year certificate used by most Federal departments and agencies to recognize their employees' service to the Nation. Its use on the cover commemorates the 35th anniversary of the establishment of the Government-wide Incentive Awards Program by President Eisenhower in 1954. The monetary and honorary awards authorities provided by law to the President, agency heads and, by delegation, to Federal supervisors and managers have served to recognize over 8.4 million employee contributions beyond job requirements since 1954.

The percentage of the Federal work force recognized through honorary or cash awards has increased from 2% during Fiscal Year 1954 to approximately 30% in Fiscal Year 1989, thus demonstrating the growing acceptance of the value of recognition and awards in setting standards of performance excellence and in rewarding those who merit such recognition.



THE WHITE HOUSE
WASHINGTON

December 28, 1954

TO HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

The vast complexity of modern government demands a constant search for ways of conducting the public business with increased efficiency and economy. I am firmly convinced that employees of the Federal Government can, through their diligence and competence, make further significant contributions to the important task of improving Government operations. Wide participation by Federal employees in this task is essential if we are to derive full benefit from the ingenuity and inventiveness that exist in the Federal Service. This participation can be obtained only if all levels of management and supervision understand its importance, encourage it, and insure that it is promptly and properly recognized.

A means for adequately recognizing those employees who contribute to improved government operations was provided by the Government Employees Incentive Awards Act passed by the 83rd Congress. This Act was a part of the Administration's legislative program on personnel management. Under it the Civil Service Commission was given general responsibility for the administration of a government-wide incentive awards program. The Commission has authorized each of you to establish and operate an incentive awards program within broad principles and guidelines. I am relying upon you to provide personal leadership for the incentive awards program in your Agency.

I am looking forward to personal participation in the program through the provision in the Act for a Presidential award for employees rendering exceptionally meritorious service. The necessary instructions for submitting recommendations for this award are now being prepared.

Dwight D. Eisenhower

Table of Contents

2 Employee Recognition Programs
4 Highlights of 1954—1989
8 Employee Achievements
10 President's Award for Distinguished Federal Civilian Service

Appendix

12 Summary of Fiscal Year 1989 Results
14 Suggestions
15 Performance Awards
16 Special Act or Service Awards
18 Quality Step Increases
19 Distribution of Cash Recognition by Pay Plan
20 Highlights of Military Awards Program

Message to Federal Employees

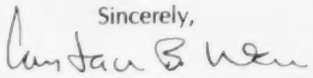
This report celebrates the achievements of the nearly one million Federal employees whose contributions to the public service were recognized under the Federal Incentive Awards Program during Fiscal Year 1989. It also marks the 35th anniversary of the program.

I am very pleased to report that this Government-wide Program has met its objectives by providing the means for agency supervisors and managers to recognize those who deserve special recognition for efforts beyond their job responsibilities.

Those receiving awards met high standards of excellence. Their work enriched the lives of all Americans in myriad essential activities in this country and abroad. Their efforts saved the Government and its taxpayers an impressive $1.7 billion. They also improved the health and safety of our citizens, helped preserve our environment, increased agricultural yields and enhanced our Nation's security in ways that cannot be quantified in dollar savings.

For these important achievements, this Nation and its citizens are most grateful. I would like to add my congratulations and thanks for a job exceptionally well done.

Sincerely,



Constance Berry Newman
Director

EMPLOYEE RECOGNITION PROGRAMS
1989

Formal recognition of an employee's contribution to the achievement of organizational goals and objectives is an integral part of the Government's personnel management system. The Federal Incentive Awards Program, established by Congress in 1954, provides Federal managers with a variety of means of recognition to tap the creativity of employees and to motivate them to excel in their chosen fields.

Whether for overall high-level performance, an innovative approach to solving a problem offered through a suggestion or invention, a scientific achievement, superior accomplishment of a particular project or assignment, or an act of heroism, the means are available to reward an employee for his or her efforts. Group productivity also can be encouraged and recognized through group incentive plans which are linked directly to the attainment of organizational goals and objectives.

Flexibility

In establishing the program, Congress provided Federal agencies considerable flexibility in designing and administering incentive systems that best support their missions and objectives. The Office of Personnel Management strongly encourages the direct linkage of awards systems to the achievement of organizational goals and objectives. With the diversity in Federal agencies' missions, the possibilities for special and unique awards systems are virtually limitless.

Types of Recognition

Most Federal organizations use a combination of honor awards, such as medals, plaques, and certificates, with monetary awards, which can range from $25 to $10,000. Beyond the $10,000 amount an agency can approve, the Office of Personnel Management (OPM), upon recommendation of the agency head, can approve up to an additional $15,000, for a total award of $25,000. The President also has authority to provide for honorary and monetary recognition to Federal employees. Such Presidential recognition may be granted independent of, or in addition to, any agency award granted. The highest total award granted to date to recognize an employee contribution was $35,000. There have been 12 awards of $35,000 granted since 1954.

Contributions Recognized

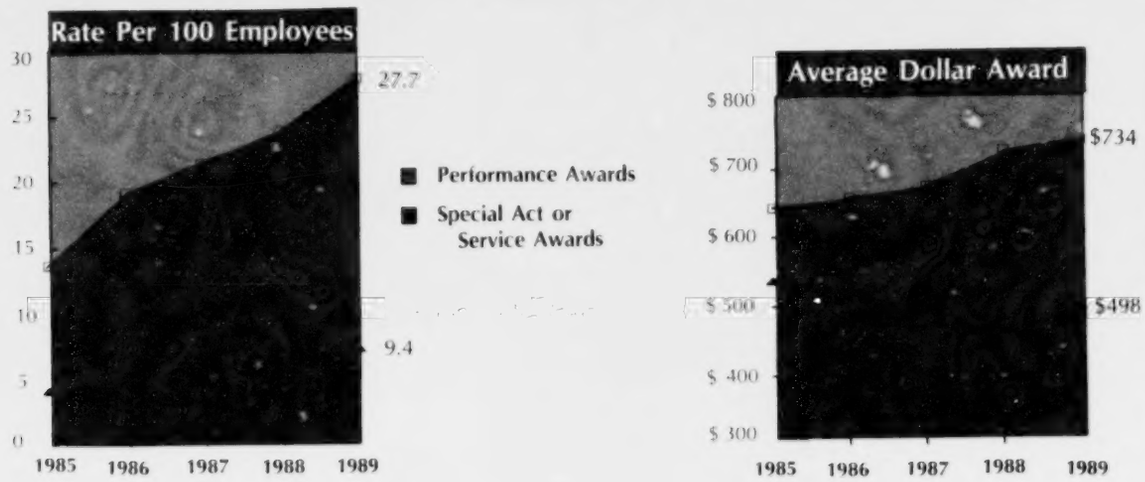
Employee Creativity

Each year, the Government receives over 100,000 employee suggestions on how to improve operations and services to the public. Historically, for every four suggestions received, one is adopted and rewarded. To gain maximum benefits for the Government from adopted employee ideas and other contributions, an interagency network exists for the exchange of cost-saving contributions.

First-year benefits realized from these adopted employee ideas generally are in excess of $200 million. Many of these cost-saving ideas continue to benefit the Government for several years following implementation. While the measurable savings are impressive, the majority of adopted ideas provide benefits that cannot be measured in dollars—such as improved services to the public, advancements in science and medical technology, and improved weaponry and national security.

Employee creativity also is evidenced through inventions, which may or may not directly benefit the Government, but which benefit the public significantly. During fiscal year 1989, awards were granted to employees for disclosing their inventions to the Government, and an additional 8,000 awards were granted for patented inventions.

Performance Recognition



Superior Performers

The awards program provides a means for managers to reward performance through the granting of monetary recognition. The performance appraisal process provides the mechanism to make distinctions and to recommend awards accordingly. Timely recognition, following closely the appraisal of performance, encourages employees to continue to demonstrate excellence. Peer participation in the recognition process, through appropriate publicity and ceremony, also encourages other employees to strive to achieve equally high levels of performance.

While not technically part of the awards program, another form of monetary recognition available to recognize individual outstanding performance by a General Schedule employee is the quality step increase. Unlike other forms of recognition, the quality increase takes the form of an additional step increase and becomes part of the employee's base pay.

Special Acts or Services

In addition to recognizing overall high-level performance, the special act or service award may be granted for any non-recurring contribution, such as work on a special assignment or project, a scientific achievement, or an act of heroism.

Unlike awards which single out an individual for overall superior performance of duties, these awards may be granted to either an individual employee or a group of employees. Like employee suggestions, the basis for granting these awards is benefits to the Government, either tangible or intangible.

Awards Support Organizational Goals and Objectives

Congress intended that agency awards programs be an integral part of the management process, and, therefore, provided considerable flexibility to agencies to permit the direct linkage of incentives to the achievement of organizational goals and objectives. While awards inherently support the achievement of organizational goals and objectives, a number of agencies have established special and unique awards systems to further build on the basic forms of recognition available to reward all Federal employees. Examples of special awards systems include incentives for:

- Individual and group productivity
- Employee efforts to refer qualified candidates for hard-to-fill positions, such as nurses, engineers, and scientists
- Acquisition and retention of foreign language skills
- Elimination of waste in the acquisition of parts for ships, weapons systems, and machinery
- Safety, and
- Physical Fitness

In addition to awards targeted to support specific objectives or overcome problems, a number of agencies use competitive-based awards to encourage further excellence in the performance of duties. These awards systems include ***Employee of the Month, Quarter, or Year; Supervisor of the Month; Investigator of the Year; Writer of the Year***, etc.

HIGHLIGHTS
1954 – 1989

1960 - Pictured with President Eisenhower are (left to right) Andrew Barr, Hugh L. Dryden, William J. Hopkins, Dr. Winfred Overholser, and Robert M. Page, recipients of the 1960 President's Awards for Distinguished Federal Civilian Service.

1962 - Dr. Frances O. Kelsey, one of the recipients of the President's Award for Distinguished Federal Civilian Service, shown with President John F. Kennedy.

1954—Government Employees' Incentive Awards Act signed September 1.

1956—First award of $25,000 granted to Dr. William B. McLean of the Department of the Navy.

1957—President's Award for Distinguished Federal Civilian Service established by Executive Order 10717.

1958—Over one million employee suggestions submitted since program was established in 1954.

1963—Additional recognition in the form of a Quality Step Increase established under the Salary Reform Act.

1963—Cumulative benefits from employee contributions exceed $1 billion.

Average Measurable Benefits from Suggestions

$150

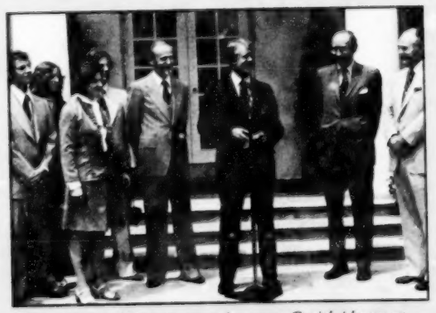
$100

$75

1965—Military personnel eligible for cash awards for suggestions, inventions, and scientific achievements under 10 U.S.C. 1124.

1967-68—Extensive study of Program conducted as a result of Post Office and Civil Service Committee review of the effectiveness of the Program.

1955 1956 1957 1958 1959 1960 1961 1962 1963 1964 1965 1966 1967



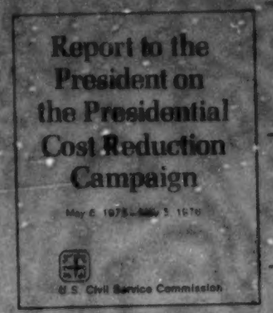
1977 - Navy employee inventor, Lawrence Guzick (shown on left) receiving a $25,000 award from President Carter.

Limited Resources . . . Unlimited Ideas (Poster)

HIGHLIGHTS
1954 – 1989

1970—Awards program used to support Equal Employment Opportunity goals through recognition of significant achievements in the area of EEO.

1971—Record year in tangible benefits from special achievements - $344.8 million.



1977 - Report to the President on the Presidential Cost Reduction Campaign

1977—Presidential Management Improvement Awards Program incorporated into overall Presidential Recognition Program, where in addition to being considered for the Award, individuals receive personal letters of commendation from the President for significant contributions.

1978—The Civil Service Reform Act (PL95-454) provides (1) greater flexibility to Federal agencies in granting awards up to $10,000 for outstanding employee suggestions, inventions, and other contributions, and (2) performance incentives for supervisors, managers, and senior executives.

$200,000,000

$150,000,000

$100,000,000

$50,000,000

1968 1969 1970 1971 1972 1973 1974 1975 1976 1977 1978 1979

1969—Program changes made to streamline processing of suggestions and emphasize ideas to improve the economy of Government operations.

1970—Presidential Management Improvement Awards Program established as part of overall management improvement program.

Average Award for Suggestions

$150

$100

$75

1974—Awards program used to support contributions to the Nation-wide energy conservation program.

1975-76—Special cost reduction campaign announced by the President to recognize civilian and military personnel who made outstanding contributions to Government operations.

1977—A $25,000 award was granted to Navy employee inventor Lawrence Guzick - first time in history of the program that such an award was presented personally by the President.

1979—For the first time in the history of the Federal Incentive Awards Program, the President used authority under Title 5, Chapter 45, United States Code, to grant an additional award of $10,000 over and above the $25,000 maximum which can be granted by an agency head with approval of the Office of Personnel Management.

1979—The regulations implementing the Government Employees' Incentive Awards Program revised to (1) accommodate changes required by the Civil Service Reform Act of 1978, (2) update and improve content, and (3) incorporate General Accounting Office recommendations for improvement of the Government Employees' Incentive Awards Program.

Vice President Bush is shown presenting 1985 Presidential Management Improvement Awards to (left to right) Jean Janzegers, Victor L. Reddlie and Wayne A. Railback.

1982—OPM issued guidance on the new incentive awards authority created under the Omnibus Budget Reconciliation Act of 1981 for Inspectors General to grant cash awards up to $10,000 to employees whose disclosures of fraud, waste, or mismanagement result in cost savings for the agency and for the President to grant up to 50 awards of $20,000 for disclosures that result in substantial cost savings.

1983—Regulatory changes were proposed by OPM to better integrate basic management functions with performance, pay and incentive systems. The Government's pay for performance system would be strengthened by more closely linking individual performance results to personnel decisions.

1981—Employee contributions beyond job responsibilities and standards generated measurable benefits of more than $1.9 billion, a record amount.

Average Measurable Benefits from Suggestions

1980	1981	1982	1983	1984
		$300		
		$200		
		$100		

Average Award for Suggestions

1980—The contribution made by Federal employees in the form of suggestions, inventions, special acts and superior performance recognized through the Federal Incentive Awards Program during Fiscal Year 1980 produced measurable benefits over one half billion dollars ($552.2 million).

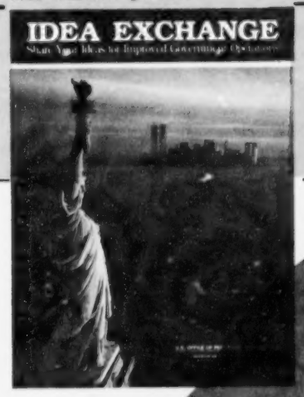
1981—New Incentive Awards Program Guidance (FPM Chapter 451) was issued in August 1981 that provided for: (1) linkage of performance appraisal systems with Sustained Superior Performance Awards, (2) basing sustained superior performance awards on a percentage of base salary, (3) streamlined documentation for performance awards, (4) delegation of awards authority to the lowest practical level, and (5) larger awards for suggestions, inventions, and special acts or services.

1984—On October 10, 1984, Congress approved a new Performance Management and Recognition System that further strengthens pay and performance in Government for mid-level managers.

Also the President reestablished the Presidential Management Improvement Awards Program in August .

1985 - Dr. Jerome Karle, Chief Scientist at the Naval Research Laboratory, receives the 1985 Nobel Prize in chemistry form the King of Sweden.

1986 - Idea Exchange (Poster)



1989—President Bush established the Presidential Quality and Management Improvement Awards Program providing Presidential letters of commendation and awards for major cost saving and quality of service contributions.

1989 - Recipients of the 1989 Congressional Award for Exemplary Service to the Public were (left to right) George E. Atkinson, Lynn Herbon Cowan, and Margaret C. Iselin.

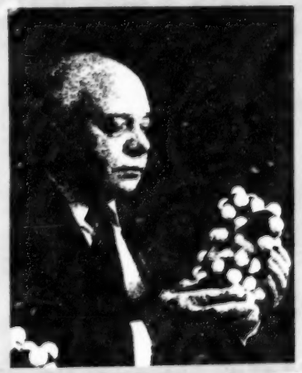
1985—Two hundred and eleven employees and small groups received Presidential letters of commendation for suggestions and other one-time contributions that saved over $614 million.

1985	1986	1987	1988	1989
		$400,000,000		
		$300,000,000		
		$200,000,000		
		$100,000,000		

1986—Vice President Bush presented Presidential Management Improvement Awards to thirty-seven civilian and military personnel who saved the Government over $270 million.

1985	1986	1987	1988	1989
		$300		
		$200		

1988—Agencies' reports to OPM evidence increasing use of awards authorities to support management objectives such as productivity improvement; recruitment of candidates for hard-to-fill positions; safety; the elimination of waste in parts acquisition; and quality of public service.



1987—Total tangible benefits from employee contributions beyond job responsibilities reach a record level $1.96 billion.

EMPLOYEE ACHIEVEMENTS
1989

Each year the heads of departments and agencies forward recommendations to the Office of Personnel Management (OPM) for awards in excess of $10,000 to recognize an employee or group of employees for highly exceptional contributions. During Fiscal Year 1989, OPM approved 14 such awards.

Following are brief descriptions of the contributions earning awards in excess of $10,000 during the fiscal year:

Gun Mount Repairs Improved

Alfred R. Lee of the Naval Sea Support Center, Portsmouth, Virginia, on his own time, designed and developed a new method of repairing fatigue cracks on the cradle of the Navy's MIC 45 gun mounts. Mr. Lee's contribution extends by tenfold the life of the cradle and resulted in first-year savings of $1.75 million and total savings of over $70 million when applied Navy-wide.

Navy Flight Readiness Tests Improved

By replacing FAA inspections of the aircraft navigation systems aboard Navy ships with a new testing procedure developed by three Navy electronics personnel, the Government realized first-year savings of over $1.4 million. World-wide operational readiness and equipment efficiencies have been improved as the result of the creative efforts of **Alan M. Brasesco, David M. Di Marino and Carl Henry** of the Naval Electronic Systems Engineering Center, Vallejo, California.

Direction Finding Antenna Interface

Through the creativity and perseverance of **Robert G. Corzine and Joseph A. Mosko**, employees of Naval Weapons Center, China Lake, California, an older hand-cut coaxial cable and connector shimming technology for routing of guidance signals was replaced. Their invention of a device, which according to Navy documentation is "totally unique and a breakthrough in radio frequency technology," has improved missile accuracy. During the period 1983-86, the invention produced savings in excess of $675 million. Additional savings for FY 1987 were $233 million.

Video Contrast Tracking System

As a result of the innovative efforts of **Messrs. Jack A. Crawford, George R. Lewis and William H. Woodworth**, of the Naval Weapons Center, China Lake, a video contrast tracking system entitled "Television Tracking System," which formed the basis for the whole generation of "smart weapons," is being used by the United States and its allies. This highly accurate air-to-surface attack weapon was developed and deployed fleetwide, thus permitting the destruction of targets from afar, rather than with many weapons over the target with far greater risk to pilots and their aircraft. The Government was assigned patent rights to the invention. Savings of $3 million in royalties alone have resulted from the production of $100 million in weapons.

"Smart Weapons" Systems Developed

A patented "Television Tracking System" used in warheads by all United States military services as well as several allied military services, was developed by **John Pearson**, an employee at the Naval Weapons Center, China Lake, California. His invention, which is the most widely used method for precise control of fragment size, size distribution, shape and trajectory in warheads and bombs, resulted in first-year savings to the Government of $5.25 million.

Submarine Oxygen Generating Equipment Improved

As the result of the outstanding research efforts of **Robert E. Smith and Donald R. Gormley** at the David Taylor Research Center, the capacity of electrolytic oxygen generators used on all nuclear submarines has been increased by twenty percent. Their patented invention produced tangible savings to the Navy exceeding $16 million annually and improved submarine safety.

(Left to right) David M. DiMarino, Carl Henry, and Alan M. Brasesco

Four-Member Transportation Assistance Group

Ronald K. Burgess, Steve P. Gill, Timothy P. Mehl, and Richard L. Fields, Jr., of the Agricultural Stabilization and Conservation Service, for their contribution in formulating, developing and implementing new grain handling and transportation assistance procedures that reduced Government spending and discouraged program abuses. Savings to the Government were estimated to be in excess of $250 million.

(Left to right) With plaques Steve P. Gill, Ronald K. Burgess, Richard L. Field, Jr., and Timothy P. Mehl

Warranty Modification of Weapons System Contract

Title 10, United States Code, stated that military services could not enter into a contract for the production of a weapon's system unless each prime contractor for the system provided the United States with written guarantees of product performance. **Edward F. Rambola**, a communications specialist at Hanscom Air Force Base, Massachusetts, suggested a modification to the warranty provisions of the weapons system contract with Ratheon Company. His suggestion saved the Government $1,890,850.

F-15 Radar Actuator Rework

Jerry L. Sherwood, an employee at McClellan Air Force Base, Sacramento, California, suggested a new grinding procedure for F-15 Aircraft Radar Actuators which improved their maintenance. His suggestion saved the Government over $1.4 million.

AR-1700 14 Track Wide Band II Recorders

Ronald Pozmantier, an employee at Edwards Air Force Base, California, suggested modification of existing flight test instrumentation recorders used aboard F-4 aircraft, rather than purchase new recorders. His contribution resulted in a cost avoidance of $1,480,800.

Ronald Pozmantier

Modulation Standard Modification

Donald J. Murphy, an employee of Newark Air Force Station, Ohio, suggested that in-stock instrument landing system modulation meters be modified for use rather than purchasing new units. His suggestion saved the Government approximately $2.27 million.

Conservation of Fuel Supply During Testing of Titan II Space Launch

Through the creativity of **Gregory C. Steuer**, Aerospace Engineer, Sacramento, California, the duration of the second and third flight set test of the Titan II Space Launch (SLV) were reduced to conserve critical fuel supplies. His contribution resulted in first year tangible benefits to the Government of $5,654,088.

Army Issuance of Class "A" Clothing Reduced

Ronald J. Villiard, of Fort Leonard Wood, Missouri, suggested reducing the initial Class "A" clothing issue trousers to active duty Army male personnel. His suggestion resulted in tangible first-year savings of $2,166,019.

Procurement Improved

Elizabeth Thomas, of the Defense General Supply Center, Richmond, Virginia, suggested a change in procedures used in handling erroneously identified requisitions that are being implemented throughout the DOD. Her contribution saved the Government approximately $1.7 million.

PRESIDENT'S AWARD FOR DISTINGUISHED FEDERAL CIVILIAN SERVICE
1989

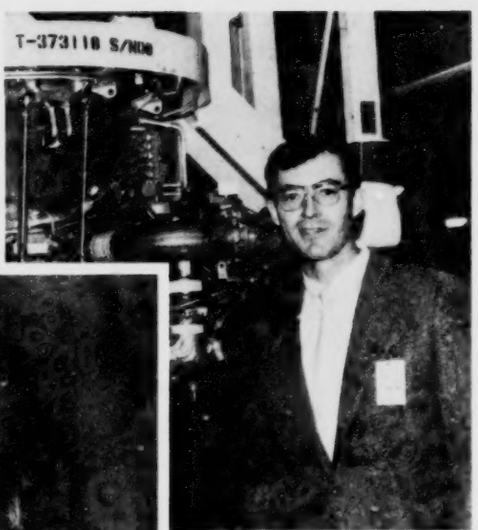
Established in 1957, the President's Award is the highest honor award that the Federal Government can bestow upon a career employee in recognition of exceptional achievements that are of unusual benefit to the Government. The award consists of an engraved medal and citation signed by the President.

During the year, Dr. Laurence J. Legere, Defense Advisor to the U.S. Ambassador to NATO, received the President's Award for Distinguished Federal Civilian Service. Dr. Legere was instrumental in assuring the success of U.S. security policy goals for NATO.

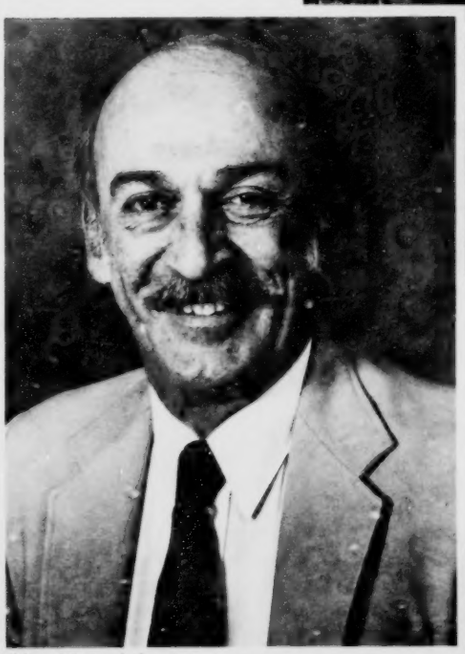
Dr. Legere received many of the Nation's most prestigious military and civilian honors for his contributions to the Conventional Defense Improvements effort, NATO's nuclear modernization, and in assuring cooperation among our European allies in sharing the defense burden and establishing the Conventional Armaments Planning Systems.

APPENDIX
1990

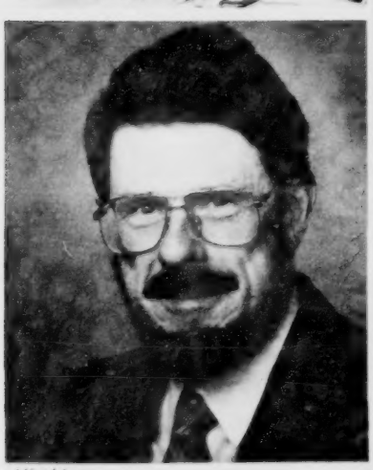
Air Force Technical Sergeant Gary E. Schultz, Wright Patterson Air Force Base, Ohio, suggested that an Air Force aircraft parts procedure could be handled in-house rather than through a private contractor, thus saving the Government over $1.5 million.



Gregory C. Steuer



Edward F. Rambola



Alfred Lee

Air Force Major Randall P. Stager, Wright Patterson Air Force Base, Ohio, saved $150 million in computer acquisition costs and was awarded $25,000.

Robert E. Smith and Donald R. Gormley

SUMMARY OF STATISTICAL RESULTS
FY 1989

Figures in color reflect FY 1988* results

Suggestions

Ideas submitted by employees and adopted by management.

Measurable Benefits	$191,105,763 *$330,908,790	Average Benefits	$6,568 *$11,083
Amount Paid in Awards	$8,151,502 *$8,151,579	Average Award	$333 *$292
Number Submitted	105,037 *109,661	Participation Rate Per 100 Employees	5.2 *5.5
Number Adopted	29,096 *29,979	Adoption Rate of those processed	27.2 *27.2

Benefit/Award Ratio . . . . . 23 : 1
*48 : 1

Inventions

Recognition granted upon employee disclosure of an invention and upon issuance of a patent.

Disclosure Awards	1,202 *4,372	Patent Awards	586 *8,635
Amount Paid for Disclosures	$257,541 *$203,714	Amount Paid for Patents	$201,351 *$140,084

Honorary and Non-Monetary Awards

Recognition in the form of plaques, medals, or other items that can be worn or displayed. An honor award may include a cash honorarium.

Measurable Benefits	$15,670,727 *$105,603,956	Number of Honor Awards	23,636 *23,686
Amount Paid in Honoraria	$1,448,159 *$1,839,562	Number of Non-Monetary Awards	75,215 *69,618

SUMMARY OF STATISTICAL RESULTS
FY 1989

Performance Awards

Recognition of overall high-level performance as evidenced by the performance appraisal.

Measurable Benefits	$4,715,286
	* $7,469,205
Amount Paid in Awards	$414,793,091
	* $346,399,427
Average Award	$734
	* $729
Number Granted	565,138
	* 475,122
Rate Per 100 Employees	27.7
	* 23.7

Special Act or Service Awards

Recognition of a significant act, service, or achievement that is in the public interest and connected with official employment.

Measurable Benefits	$1,568,237,301
	*$798,993,870
Amount Paid in Awards	$101,585,013
	* $86,101,977
Average Award	$498
	* $473
Number Granted	192,265
	*182,030
Rate Per 100 Employees	9.4
	* 9.4

Quality Step Increases

Recognition in the form of an additional step increase for overall outstanding performance.

Estimated First-Year Costs	$18,705,935
	* $15,381,398
Number Granted	44,322
	* 40,619
Rate Per 100 Employees	2.9
	* 2.7

Figures in color reflect FY 1988* results

SUGGESTIONS
FY 1989

Awards are granted for employee ideas submitted in writing and adopted by management. Figures below include all employee suggestions that were processed through the suggestion system during the fiscal year.

Department or Agency by Population	Number of Suggestions Received	Receipt Rate Per 100 Employees	Number Adopted	Total Number Processed	Percent Adopted of Those Processed	Amount Paid in Cash Awards	Number of Cash Awards	Average Cash Award	First-Year Measurable Benefits	Benefit/ Award Ratio
Over 100,000										
Army	29,048	9.1	8,188	30,291	27.0	$1,897,639	6,701	$ 283	$47,900,598	25 : 1
Navy	13,233	4.4	4,123	15,662	26.3	2,807,465	3,767	745	35,978,939	13 : 1
VA	6,281	2.7	2,058	6,305	32.6	256,836	1,611	159	11,012,489	43 : 1
Air Force	21,820	9.8	6,641	21,778	30.5	1,491,867	5,088	293	73,197,295	49 : 1
Treasury	5,837	3.4	1,194	5,288	22.6	406,533	1,579	257	6,469,969	16 : 1
HHS	5,040	4.4	531	5,210	10.2	162,409	471	345	2,488,883	15 : 1
Agriculture	1,403	1.4	369	1,068	34.6	132,238	520	254	203,411	2 : 1
50,001 to 100,000										
Justice	5,120	6.4	889	5,083	17.5	127,926	1,106	116	3,525	0 : 1
Interior	750	1.0	283	801	35.3	59,152	249	238	229,991	4 : 1
Transportation	836	1.3	218	769	28.3	92,527	184	503	227,137	2 : 1
National Guard	479	0.9	156	416	37.5	141,951	160	887	737,102	5 : 1
DLA	7,641	14.5	2,728	7,183	38.0	138,837	1,567	89	5,093,756	37 : 1
20,001 to 50,000										
Commerce	387	1.2	94	323	29.1	17,673	89	199	141,472	8 : 1
NASA	1,428	6.3	290	1,319	22.0	56,715	236	240	1,144,023	20 : 1
GSA	1,155	5.7	280	1,162	24.1	73,585	264	279	511,547	7 : 1
10,001 to 20,000										
Labor	748	4.1	144	869	16.6	29,218	154	190	230,006	8 : 1
State	89	0.6	27	74	36.5	28,555	27	1,058	3,388,438	119 : 1
EPA	55	0.4	21	56	37.5	1,041	5	208	8,812	8 : 1
Energy	608	4.2	178	481	37.0	32,838	113	291	115,287	4 : 1
HUD	1,457	11.5	194	1,274	15.2	74,439	194	384	386,251	5 : 1
5,001 to 10,000										
Panama Canal	121	1.4	14	89	15.7	7,820	14	559	121,023	15 : 1
DMA	498	6.0	141	482	29.3	38,133	122	313	487,101	13 : 1
DCAA	100	1.4	36	76	47.4	3,790	13	292	0	0 : 1
OPM	18	0.3	7	15	46.7	1,236	3	412	6,364	5 : 1
1,501 to 5,000										
SBA	204	4.5	69	292	23.6	16,218	69	235	20,500	1 : 1
GPO	135	3.0	60	153	39.2	22,814	60	380	746,080	33 : 1
Library of Cong	7	0.2	1	5	20.0	300	1	300	0	0 : 1
Def Inv Svc	21	0.5	6	33	18.2	670	6	112	0	0 : 1
DoD (OSD)	10	0.2	0	13	0.0	0	0	0	0	0 : 1
Education	1	0.0	1	1	100.0	150	1	150	0	0 : 1
USIA	21	0.5	7	30	23.3	1,650	5	330	700	0 : 1
Nati Archives	22	0.6	4	16	25.0	200	4	50	0	0 : 1
AID	3	0.1	1	4	25.0	250	1	250	0	0 : 1
NRC	18	0.6	10	18	55.6	2,825	10	283	0	0 : 1
EEOC	32	1.1	4	18	22.2	175	3	58	0	0 : 1
DCA	117	5.2	36	91	39.6	5,553	33	168	166,740	30 : 1
NLRB	32	1.4	6	10	60.0	1,050	6	175	0	0 : 1
SEC	21	1.1	6	25	24.0	875	4	219	8,570	10 : 1
FCC	12	0.7	3	12	25.0	0	0	0	0	0 : 1
RRB	141	8.5	43	141	30.5	3,552	25	142	30,895	9 : 1
Total Agencies Under 1,500	**88**	**0.5**	**35**	**89**	**39.3**	**14,797**	**29**	**510**	**48,856**	**3 : 1**
Government-wide	**105,037**	**5.2**	**29,096**	**107,025**	**27.2**	**$8,151,502**	**24,494**	**$ 333**	**$191,105,763**	**23 : 1**

PERFORMANCE AWARDS
FY 1989

Monetary awards granted to General Schedule, Prevailing Rate employees, and to employees covered under the Performance Management and Recognition System (GM) in recognition of overall high-level performance as evidence by the most recent performance appraisal.

FY 1989 Department or Agency by Population	Total Number Peformance Awards	Rate Per 100 Employees	Total Amount Paid in Awards	Average Award	Total Awards GS/FWS	Rate Per 100 GS/FWS	Average GS/FWS Award	Total Awards GM	Rate Per 100 GM Employees	Average GM Award
Over 100,000										
ARMY	65,667	20.5	$60,068,354	$915	57,030	18.7	$882	8,637	57.3	$1,132
NAVY	87,251	29.0	59,346,527	680	74,019	27.0	597	13,232	48.2	1,146
V A	53,431	23.3	25,411,475	476	49,781	22.2	435	3,650	73.4	1,024
AIR FORCE	93,541	42.0	46,451,457	497	87,660	41.3	471	5,881	56.7	885
TREASURY	34,405	19.8	30,320,866	881	28,347	17.5	766	6,058	53.7	1,420
HHS	64,947	57.0	44,338,046	683	58,034	55.3	637	6,913	76.7	1,069
AGRICULTURE	15,107	15.0	12,550,136	831	8,121	9.0	604	6,986	68.7	1,095
50,001 to 100,000										
JUSTICE	12,901	16.2	9,601,484	744	6,894	9.4	640	6,007	90.5	864
INTERIOR	13,348	17.9	10,729,090	804	9,916	14.3	718	3,432	67.8	1,051
TRANSPORTATION	28,379	43.6	22,114,332	779	22,172	40.2	653	6,207	62.5	1,229
NATIONAL GUARD	8,431	15.9	19,285,673	2,287	7,447	14.4	2,486	984	86.7	782
DLA	7,577	14.3	5,281,432	697	6,165	12.2	645	1,412	56.9	924
20,001 to 50,000										
COMMERCE	10,339	32.7	8,511,541	823	7,190	26.2	685	3,149	74.7	1,139
NASA	5,355	23.8	4,307,330	804	2,497	13.1	511	2,858	83.7	1,060
GSA	11,777	58.4	7,319,915	622	10,515	57.6	561	1,262	66.6	1,125
10,001 to 20,000										
LABOR	6,937	38.4	7,692,248	1,109	4,827	31.6	1,094	2,110	76.1	1,142
STATE	2,012	13.4	1,269,745	631	1,493	10.6	455	519	56.4	1,137
EPA	7,000	47.0	5,718,612	817	5,191	41.8	710	1,809	72.9	1,122
ENERGY	4,889	33.5	6,317,976	1,292	3,064	26.3	1,268	1,825	61.6	1,333
HUD	3,136	24.7	2,614,553	834	1,925	17.5	766	1,211	76.6	941
5,001 to 10,000										
Panama Canal	1,068	12.5	722,750	677	1,068	12.5	677		Not Covered	
DMA	1,691	20.4	1,628,676	963	1,217	16.7	708	474	47.5	1,618
DCAA	980	13.8	1,479,538	1,510	582	10.0	918	398	30.6	2,375
OPM	1,325	19.5	904,176	682	854	13.6	602	471	91.8	829
Under 5,000										
SBA	1,404	30.9	1,065,979	759	950	25.0	550	454	60.8	1,198
GPO	553	12.2	764,756	1,383	553	12.2	1,383		Not Covered	
Library of Cong.	110	2.5	76,217	693	110	2.5	693		Not Covered	
DoD (OSD)	2,276	55.0	2,312,544	1,016	1,253	46.3	866	1,023	71.4	1,200
Def Inv Svc	1,324	32.1	619,125	468	1,152	30.2	381	172	55.3	1,049
SMITHSONIAN	513	12.9	435,269	848	288	7.9	762	225	66.2	959
EDUCATION	1,686	42.8	1,205,335	715	777	26.3	523	909	92.0	879
USIA	3,246	82.6	3,152,384	971	2,736	83.4	749	510	78.6	2,163
AID	1,215	35.6	2,055,180	1,692	978	30.8	1,712	237	69.3	1,605
NATIONAL ARCHIVES	1,279	36.7	616,105	482	1,082	33.4	401	197	77.6	926
NRC	220	7.3	351,419	1,597	220	7.3	1,597		Not Covered	
EEOC	1,373	48.1	536,083	390	1,031	42.4	236	342	80.3	855
DCA	608	26.8	523,537	861	264	14.3	680	344	82.1	1,000
NLRB	711	32.0	695,150	978	387	20.7	947	324	92.0	1,015
SEC	930	46.8	706,997	760	540	36.3	482	390	77.8	1,146
FCC	444	25.2	288,162	649	263	17.6	331	181	67.8	1,112
RRB	745	45.1	366,186	492	636	42.5	397	109	70.3	1,043
Others	5,007	32.3	5,036,731	1,006	3,135	21.9	859	1,872	74.4	1,198
GOVERNMENT-WIDE	**565,138**	**27.7**	**$414,793,091**	**$734**	**472,364**	**25.0**	**$659**	**92,774**	**63.7**	**$ 1,116**

SPECIAL ACT OR SERVICE AWARDS
1989

A lump-sum award granted to an individual or a group of employees in recognition of a significant act, service, or achievement that is in the public interest and connected with official employment.

Department or Agency by Population	Number of Individual Awards	Rate Per 100 Employees	Amount Paid in Awards	Average Award	Number of Group Awards	Amount Paid in Group Awards	Average Group Award
Over 100,000							
Army	23,377	7.3	$14,203,658	$ 608	1,221	$ 2,593,576	$ 2,124
Navy	20,983	7.0	8,350,349	398	2,214	5,924,882	2,676
VA	19,628	8.6	5,452,750	278	1,736	1,951,518	1,124
Air Force	7,699	3.5	1,057,916	137	2,140	882,512	412
Treasury	29,789	17.2	13,418,384	450	1,079	2,040,321	1,891
HHS	11,474	10.1	4,913,625	428	534	1,067,313	1,999
Agriculture	20,598	20.5	8,447,134	410	374	810,279	2,167
50,001 to 100,000							
Justice	6,946	8.7	3,387,511	488	122	314,050	2,574
Interior	6,391	8.6	2,995,824	469	425	718,796	1,691
Transportation	8,192	12.6	2,433,346	297	365	505,240	1,384
National Guard	190	0.4	206,544	1,087	2	2,370	1,185
DLA	9,020	17.1	1,873,250	208	259	318,578	1,230
20,001 to 50,000							
Commerce	4,165	13.2	1,257,348	302	44	91,215	2,073
NASA	2,454	10.9	1,083,209	441	202	388,185	1,922
GSA	4,467	22.2	1,545,709	346	191	672,141	3,519
10,001 to 20,000							
Labor	2,498	13.8	2,667,142	1,068	87	313,300	3,601
State	53	0.4	34,556	652	35	14,900	426
EPA	2,712	18.2	1,840,611	679	163	5,750	35
Energy	1,363	9.3	682,700	501	135	540,253	4,002
HUD	488	3.8	218,682	448	38	93,725	2,466
5,001 to 10,000							
Panama Canal	412	4.8	93,770	228	34	64,020	1,883
DMA	585	7.0	241,324	413	23	27,539	1,197
DCAA	2,555	35.9	646,893	253	26	64,200	2,469
OPM	443	6.5	210,976	476	53	137,095	2,587
1,501 to 5,000							
SBA	280	6.2	187,630	670	15	49,150	3,277
GPO	849	18.8	250,796	295	71	166,200	2,341
Library of Cong	56	1.3	40,088	716	49	116,274	2,373
DoD (OSD)	498	12.3	184,447	370	0	0	0
Def Inv Svc	90	2.2	31,930	355	3	600	200
Smithsonian	433	10.9	456,722	1,055	2	2,700	1,350
Education	861	21.8	624,743	726	14	31,900	2,279
USIA	172	4.4	86,300	502	52	35,841	689
AID	23	0.7	28,527	1,240	0	0	0
Natl Archives	180	5.2	53,550	298	12	14,338	1,195
NRC	234	7.7	273,667	1,170	46	172,100	3,741
EEOC	176	6.2	60,481	344	18	192,127	10,674
DCA	325	14.3	99,547	306	0	0	0
NLRB	26	1.2	27,636	1,063	2	2,250	1,125
SEC	121	6.1	54,697	452	2	2,150	1,075
FCC	33	1.9	12,247	371	4	4,630	1,158
RRB	94	5.7	52,486	558	8	8,374	1,047
Total Agencies Under 1,500	**1,332**	**8.6**	**1,118,214**	**840**	**91**	**337,702**	**3,711**
Government-wide	**192,265**	**9.4**	**$ 80,906,919**	**$ 421**	**11,891**	**$ 20,678,094**	**$ 1,739**

SPECIAL ACT OR SERVICE AWARDS
1989

Department or Agency by Population	Total Number of Awards	Rate per 100 Empls. Empls.	Total Amount of Awards	Average Award	First-Year Measurable Benefits	Benefit/ Award Ratio
Over 100,000						
Army	24,598	7.7	$16,797,234	$683	$82,902,232	5 : 1
Navy	23,197	7.7	14,275,231	615	477,980,447	33 : 1
VA	21,364	9.3	7,404,268	347	19,334,692	3 : 1
Air Force	9,839	4.4	1,940,428	197	3,240,520	2 : 1
Treasury	30,868	17.8	15,458,705	501	405,579	0 : 1
HHS	12,008	10.5	5,980,938	498	27,135,950	5 : 1
Agriculture	20,972	20.9	9,257,413	441	24,304,283	3 : 1
50,001 to 100,000						
Justice	7,068	8.9	3,701,561	524	0	0 : 1
Interior	6,816	9.1	3,714,620	545	34,400,632	9 : 1
Transportation	8,557	13.2	2,938,586	343	331,996	0 : 1
National Guard	192	0.4	208,914	1,088	2,700	0 : 1
DLA	9,279	17.6	2,191,828	236	73,005,709	33 : 1
20,001 to 50,000						
Commerce	4,209	13.3	1,348,563	320	1,386,806	1 : 1
NASA	2,656	11.8	1,471,394	554	0	0 : 1
GSA	4,658	23.1	2,217,850	476	3,649,199	2 : 1
10,001 to 20,000						
Labor	2,585	14.3	2,980,442	1,153	274,069	0 : 1
State	88	0.6	49,456	562	300,000	6 : 1
EPA	2,875	19.3	1,846,361	642	716,809,267	388 : 1
Energy	1,498	10.3	1,222,953	816	91,404,795	75 : 1
HUD	526	4.1	312,407	594	4,950	0 : 1
5,001 to 10,000						
Panama Canal	446	5.2	157,790	354	110,438	1 : 1
DMA	608	7.3	268,863	442	213,292	1 : 1
DCAA	2,581	36.3	711,093	276	0	0 : 1
OPM	496	7.3	348,071	702	259,610	1 : 1
1,501 to 5,000						
SBA	295	6.5	236,780	803	0	0 : 1
GPO	920	20.3	416,996	453	158,998	0 : 1
Library of Cong	105	2.4	156,362	1,489	0	0 : 1
DoD (OSD)	498	12.3	184,447	370	0	0 : 1
Def Inv Svc	93	2.3	32,530	350	0	0 : 1
Smithsonian	435	11.0	459,422	1,056	0	0 : 1
Education	875	22.2	656,643	750	944,498	1 : 1
USIA	224	5.7	122,141	545	69,950	1 : 1
AID	23	0.7	28,527	1,240	0	0 : 1
Natl Archives	192	5.5	67,888	354	46,235	1 : 1
NRC	280	9.2	445,767	1,592	0	0 : 1
EEOC	194	6.8	252,608	1,302	0	0 : 1
DCA	325	14.3	99,547	306	0	0 : 1
NLRB	28	1.3	29,886	1,067	0	0 : 1
SEC	123	6.2	56,847	462	0	0 : 1
FCC	37	2.1	16,877	456	0	0 : 1
RRB	102	6.2	60,860	597	4,826,868	79 : 1
Total Agencies Under 1,500	**1,423**	**9.2**	**1,455,916**	**1,023**	**4,733,586**	**3 : 1**
Government-wide	**204,156**	**10.0**	**$101,585,013**	**$498**	**$1,568,237,301**	**15 : 1**

QUALITY STEP INCREASES
FY 1989

A pay increase granted to a General Schedule employee in recognition of high-level performance as evidenced by the employee's most recent performance appraisal.

	Department or Agency by Population	Number Granted	Rate Per 100 Employees	Estimated First-Year Cost	Average First-Year Cost
Over 100,000					
	Army	7,435	3.2	$2,773,890	$373
	Navy	5,876	3.5	2,112,145	359
	Veterans Affairs	3,137	1.7	1,059,275	338
	Air Force	1,231	0.9	413,726	336
	Treasury	1,727	1.1	846,939	490
	Health & Human Services	5,970	5.9	2,577,962	432
	Agriculture	1,561	1.8	591,892	379
50,000 to 100,000					
	Justice	3,757	5.4	1,727,931	460
	Interior	1,269	2.2	536,917	423
	Transportation	755	1.5	379,849	503
	National Guard Bureau	778	3.6	275,793	354
	Defense Logistics Agency	1,460	3.6	568,957	390
20,000 to 50,000					
	Commerce	812	3.1	339,976	419
	NASA	1,141	6.3	683,774	599
	General Services Admin	15	0.1	6,650	443
10,000 to 20,000					
	Labor	1,590	10.4	678,362	427
	State	496	3.5	295,682	596
	Environmental Protection Agency	650	5.3	350,725	540
	Energy	229	2.2	125,199	547
	Housing & Urban Development	464	4.2	259,846	560
5,000 to 10,000					
	Panama Canal	10	0.4	3,855	385
	Defense Mapping Agency	114	1.8	43,583	382
	Defense Contract Audit Agency	30	0.5	10,516	351
	Office of Personnel Management	92	1.5	40,022	435
1,500 to 5,000					
	Small Business Administration	188	5.0	81,831	435
	Government Printing Office	87	1.9	49,719	571
	Library of Congress	292	6.8	145,971	500
	Office of Secretary of Defense	469	24.0	195,988	418
	Defense Investigative Service	121	3.2	44,856	371
	Smithsonian Institution	153	5.6	68,029	445
	Education	522	17.7	273,864	525
	U.S. Information Agency	107	3.5	53,326	498
	Agency for Intern'l Development	263	8.3	186,846	710
	National Archives & Records Adm	3	0.1	1,073	358
	Nuclear Regulatory Commission	419	13.8	292,224	697
	Equal Employment Opp. Com	188	7.7	89,172	474
	Defense Communications Agency	24	1.3	10,692	446
	National Labor Relations Board	41	2.2	21,141	516
	Securities & Exchange Commission	154	10.4	81,994	532
	Federal Commun. Commission	65	4.5	37,596	578
	Railroad Retirement Board	47	3.2	18,681	397
	Total Agencies Under 1,500	580	3.3	267,145	$461
	Government-wide	**44,322**	**2.9**	**$18,705,935**	**$422**

DISTRIBUTION OF CASH RECOGNITION
FY 1989

	Work Force		Special Act or Service			
Pay Plan Schedule	Group % Work Force	Within GS Population	Number Granted	Percent of SAS's to GS	Group Special Acts	Percent of Employees Recognized
GS 1-6	27.3	36.9	55,296	36.5	28.8	9.9
GS 7-12	40.2	54.4	83,858	55.4	43.6	10.2
GS 13-15	6.1	8.3	12,217	8.1	6.4	9.7
GS 16 and Above	.3	.3	118	.1	.1	2.2
Total GS	73.9	100.0	151,489	100.0	78.8	10.0
PMRS	7.2		18,352		9.5	12.5
Wage Grade	18.9		22,424		11.7	5.8
Total All Pay Plans	100.0		192,265	100.0	100.0	9.4

	Quality Step Increase			Performance Awards			
Pay Plan Schedule	Number Granted	Percent of QSI's	Employees Recognized	Number Granted	Percent of PAs to GS	Percent of all PAs	Percent of Employees Recognized
GS 1-6	12,300	27.8	2.2	126,637	32.7	22.4	22.8
GS 7-12	26,693	60.2	3.3	228,804	59.0	40.5	27.9
GS 13-15	5,287	11.9	4.2	31,804	8.2	5.6	25.3
GS 16 & Above	42	.1	.8	505	.1	.1	9.6
Total GS	44,322	100.0	3.0	387,750	100.0	68.6	25.7
PMRS				92,778		16.4	63.3
Wage Grade				84,610		15.0	22.0
Total All Pay Plans				565,138		100.0	27.7

MILITARY CASH AWARDS PROGRAM
FY 1989

The military cash awards program was established in 1965 to provide for awards to members of the armed forces for their suggestions, inventions, and scientific achievements.

The Secretary of Defense and the Secretary of Transportation, with respect to the Coast Guard when it is not operating as a service of the Navy, may pay a cash award to a member of the armed forces for a suggestion, invention or scientific achievement that contributes to the efficiency, economy, or other improvement of Government operations.

Following are the FY 1989 results of the military awards program.

Military Statistics

Suggestions

Service	Number Submitted	Number Adopted	Measurable Benefits	Amount Paid In Awards
Air Force	27,695	6,560	$ 102,144,606	$ 1,127,317
Army	5,173	789	3,701,168	139,969
Navy	2,394	669	3,7630955	285,505
OSD and Other Defense	39	12	177,400	3,785
Coast Guard	286	59	169,751	11,774
Total	**35,587**	**8,089**	**$ 109,956,020**	**$ 1,568,350**

Inventions and Scientific Achievements

Category	Number of Awards	Measurable Benefits	Amount of Awards
Inventions	71	$ 0	$ 18,609
Scientific Achievements	32	$ 0	$ 29,805

Note: The 32 Awards for Scientific Achievements of Military Personnel were based on intangible benefits.

Achievements is published annually by the Office of Personnel Management. It provides current information on the outstanding contributions being made by Federal employees.

Graphic Design Larry Harrington

Data presented in this publication are based on reports provided by Federal awards personnel worldwide. Photographs have been provided courtesy of the Departments of the Army, Navy, Air Force, Agriculture, Interior, Commerce, Transportation, Health and Human Services, and the White House..

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Further information on the Federal Incentive Awards Program may be obtained from the Incentive Awards Division
Office of Personnel Management
1900 E Street, N.W., Room 7316
Washington, D.C. 20415.
(202) 606-2828.